

OUR BLUE HORIZON

Rising TIDE: Transforming Initiatives, Driving Excellence



The Island School



"Let's bring in the circle!"

Students step forward to stand closer together as they start counting off. "One...two...three...four...five..." Shouts ring out across the flagpole in the early morning air.

As any student or staff member can tell you, a day at The Island School always starts and ends with a circle. Here, we see each other, support each other, and celebrate each other.

Our circle is our community, and it's growing.



DEAR ISLAND SCHOOL FAMILIES AND FRIENDS,

At 25 years, The Island School is more important now than ever. As we lead The Island School into the future, and after years of planning and preparation, **we are about to embark on an ambitious, \$30 million, four-year plan for our community and beloved seaside campus.**

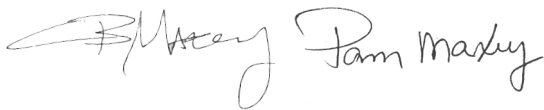
Our first endeavor is to take care of our people by building new staff housing, enhancing our endowment and annual fund, and increasing support for our campus renewal initiatives. As we look out over the horizon across the next 10 years and beyond, we aim to build further upon this foundation, creating one circle on our campus and addressing the broader needs identified in our Site Master Plan: enhancing support for employees and their children, building a new residential campus on adjacent donated land, relocating Deep Creek Middle School to our main campus, and enhancing our commitment to cutting-edge sustainable systems allowing us to live well on our island and our planet.

More than 3,000 alumni now span the globe and are effecting change in their communities and careers every day - from creating cutting-edge sustainable technologies, to filmmaking, to shaping government policy, to marine biology, clean energy and sustainable investments; they carry The Island School spirit with them wherever they go.

In order to make this plan possible, your support and contribution is critical to the success of the Our BLUE Horizon Rising TIDE Campaign.

The Island School changes the lives of our students and is changing the future of our planet. We are encouraged by the next generation of students and the Our BLUE Horizon Rising TIDE Campaign will ensure that The Island School legacy continues far into the future.

With gratitude,



Chris and Pam Maxey



Our mission is Leadership
Effecting Change. Our vision
is to serve as a catalyst in the
global transition to a more
livable future through three
institutional keystones:
sense of place, sustainability,
and intentional community.



Our BLUE Horizon: The Island School Strategic Plan



In 2020, our Board of Directors, senior leadership, staff, former employees, alumni, and longtime friends of The Island School set out to reflect, gather information, share ideas, and build an exciting plan for the future, focusing on our people. The following priorities emerged and continue to guide our work as we embark upon *Our BLUE Horizon*, The Island School Strategic Plan. This campaign represents the beginning of a journey towards *Our BLUE Horizon*. We are seeking **\$30 million** over the course of the next 4 years to fund in the priorities of our Strategic Plan by investing in our people, place and future.

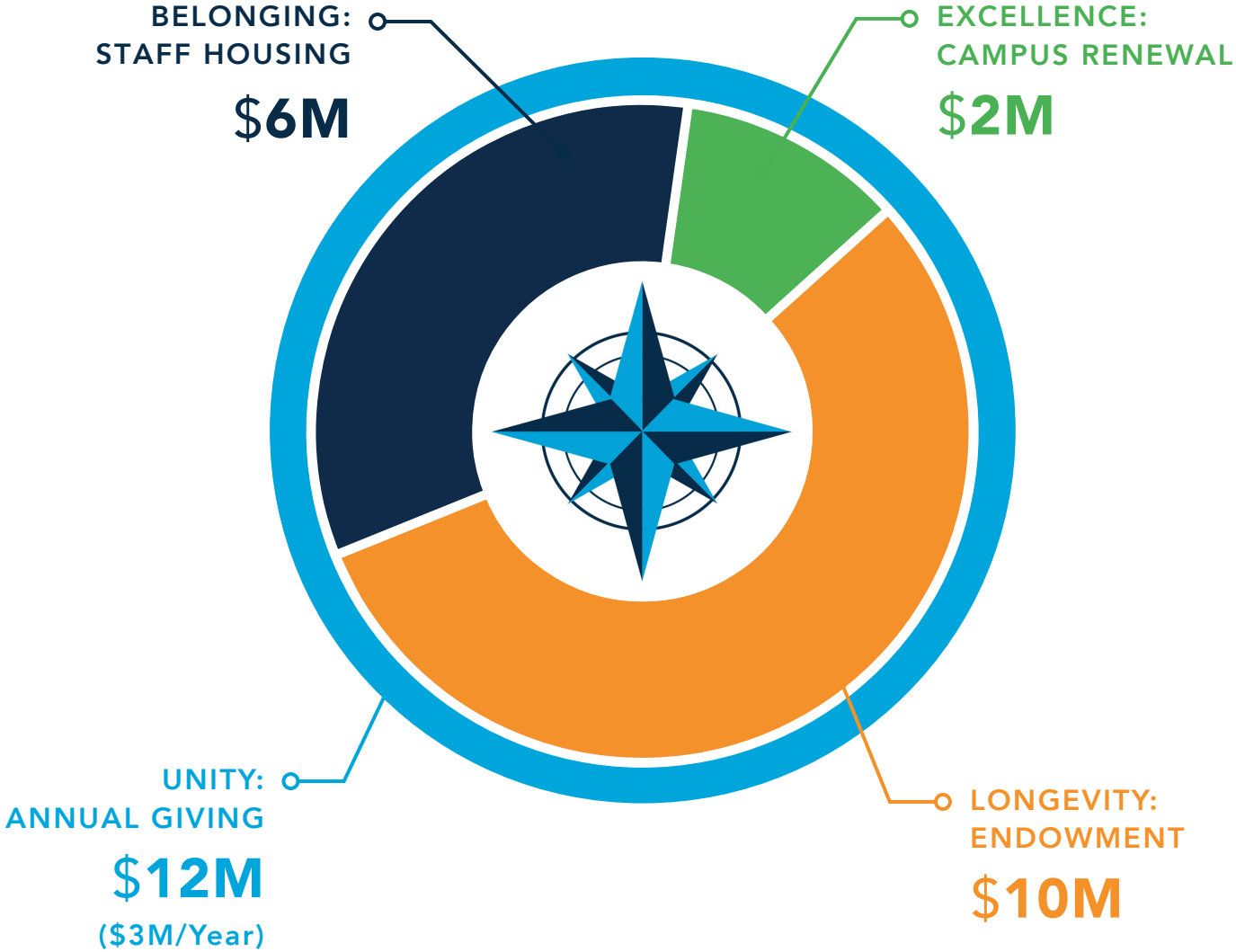
- **BELONGING & CONNECTION:** Bring all our students to one campus with equal access to opportunities and experiences, and promote intersectionality and belonging across all departments.
- **LONGEVITY & RESILIENCE:** Address the short and long-term needs of existing buildings and infrastructure to achieve efficiency and resilience. Design new buildings and structures to endure and evolve, nurturing The Island School’s goals for sustainability and innovation.
- **VISIBILITY & EDUCATION:** Enhance the campus as a model for sustainable living, and as a hands-on outdoor classroom. Encourage student participation in research initiatives so that students can learn about the environment, from the environment, in the environment.

These compelling priorities have led to a Site Master Plan that brings together our learning community on one physical campus and enhances our commitment to sustainability, creating a long-term vision that guides us well into the next 25 years and beyond.



Rising TIDE: Transforming Initiatives, Driving Excellence

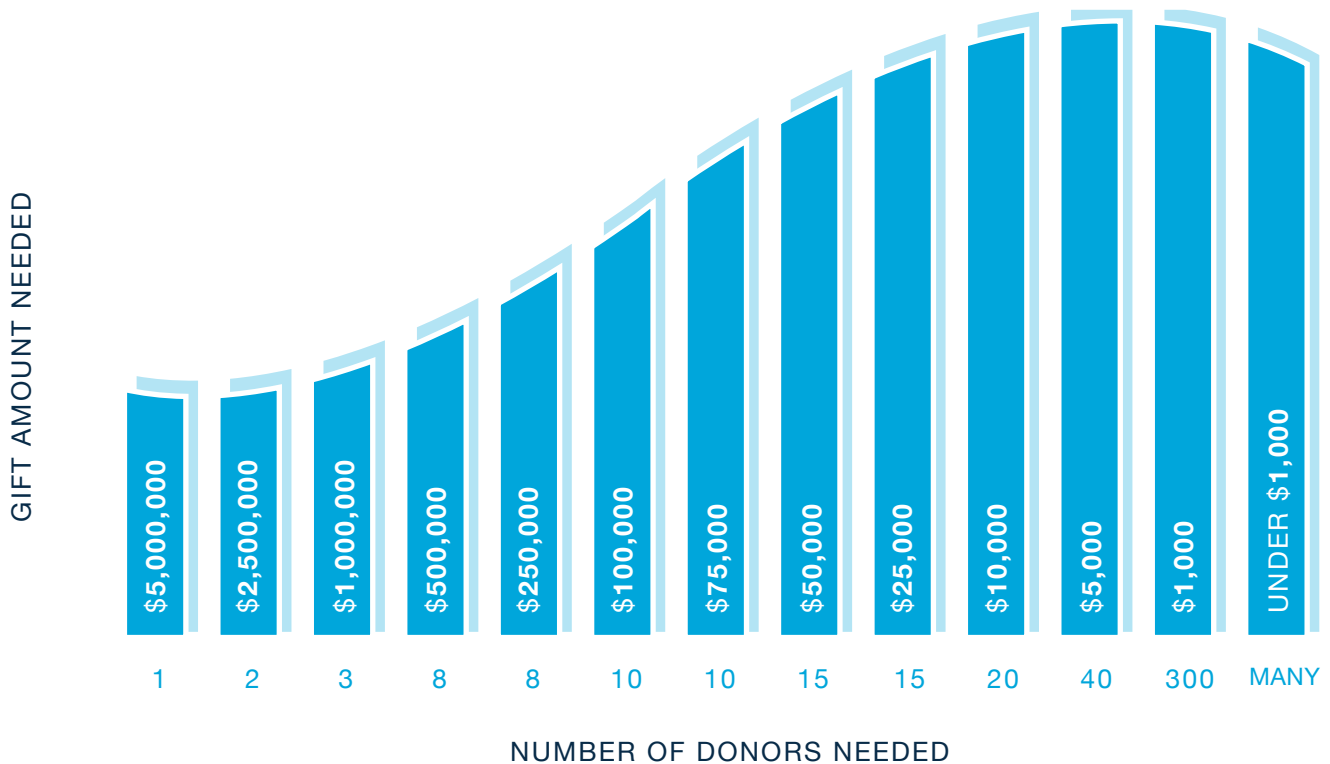
The Island School has a mission as vast and vibrant as the ocean itself: to cultivate a generation of passionate environmental leaders. Our **BLUE Horizon Rising TIDE Campaign** seeks to raise \$30 million to fund four critical initiatives that will ensure The Island School remains a global leader in experiential environmental education for years to come.





The Island School is more than a school; it's a compass guiding young leaders towards a sustainable future. With your support, we can empower the next generation of environmental leaders and stewards to protect our planet. Join us on our journey. By investing in these initiatives, you're investing in a future where leaders learn to face environmental challenges with innovative solutions. Invest in a generation of resilient leaders – invest in Our BLUE Horizon today.

RISING TIDE GOAL \$30 MILLION



The Future Horizon

The Island School stands at a pivotal moment in its history. As a founder-led organization, we have benefited immensely from the passion and vision of our founders. However, to ensure the longevity and continued success of our mission, we recognize the need for a solid succession plan.

This campaign is not just about continuity; it is about propelling The Island School into a future of sustained excellence and innovation. Our \$30 million, four-year plan is focused on people—students, staff, and community members—ensures that we can adapt to a changing world and meet the evolving needs of our circle. Investing in this plan means we will be well-equipped to respond to future challenges and opportunities, continuing to thrive and make a meaningful impact.

Your Impact

TODAY	WITH YOUR SUPPORT
Incoming faculty and staff salaries are just 50% of the US average, making recruiting and retaining dedicated faculty and staff challenging.	Faculty and staff will earn a fair and comfortable salary, promoting retention, career growth, and protecting institutional knowledge.
Our local Lab School (ELC, DCMS, and DCPS) for Bahamian students is a financial stretch for many families, despite low and subsidized tuition.	We will invest in local programming through an increased endowment drawdown for these programs and a higher yearly subsidy, allowing more students to receive financial assistance.
Faculty and staff housing is outdated and decentralized, with limited availability both on and off campus.	We will bring more faculty and staff to the Cape with new, sustainable housing units at the Grove, our future staff village.
Outdated and aging buildings add unnecessary stressors to daily routines and disrupt our financial stability.	Facilities will be updated with a focus on safety and sustainability, supporting our circle and ensuring the long-term resilience of our campus.
We rely heavily on unrestricted and year-to-year giving to our annual fund for daily operations and we need reserves to support increased costs.	We invest in the future of The Island School by increasing our endowment fund from \$8M to \$18M, thereby increasing our long-term financial stability and reserve funds.
Programming and research at The Island School and CEI is largely dependent on inconsistent grant funding, making future planning and continuity challenging.	Our increased endowment will provide consistent and reliable funding for vital programs in all areas.





The Island School is shaping the next generation of leaders. We are launching *Our BLUE Horizon* to invest in the talented, dedicated, passionate people that make up our community, and our oceanside campus where we live and work. Our vision for The Island School is to create a ripple effect far into the future.



Appendix

Rising TIDE: Transforming Initiatives, Driving Excellence

Our Circle

Our people are the heart of everything we do.

At The Island School, we believe that a thriving, supportive community is the foundation for student success and lifelong learning. Our mission extends beyond academic excellence; we are dedicated to fostering a nurturing environment where every student, teacher, and family member feels valued, connected, and empowered. By prioritizing community building, we aim to enhance the overall well-being and development of our students, ensuring they are not only academically prepared but also socially responsible and emotionally intelligent leaders of tomorrow.

As we turn the corner to the next chapter of The Island School, we must make significant investments in our people and our campus.

To best enact our mission, we must increase our financial reserves to provide equal access and opportunity for all the students we serve. Similarly, we must provide professional development, competitive salaries, and attractive housing options to faculty and staff at every stage in their lives and careers, and ensure they will be supported for years to come. We are embracing the challenge ahead of us while celebrating the success that formalized our place in the landscape of education and innovation to fuel our growth as a model for true, sustainable leadership. At the core of our ability to accomplish this is our people.



“

At The Island School I made friends that will last a lifetime and those friends were other students, advisors, teachers, researchers, interns, dive team members, farm workers, CEI interns, DCMS students and so many more. Getting to know all these awesome people opened up a new side of me and I realized that you can become really close to someone even though you don't have anything in common with them.” | F22



Shaping Tomorrow's Leaders

At The Island School, we cultivate an intentional community from all walks of life. We support over 1,000 students from all over the world each year in our Elementary Learning Center, Deep Creek Middle School, high-school Semester and Summer Term, and Visiting Programs. Our dedicated, international staff, teachers, and scientific researchers train students in SCUBA and research techniques and serve as active contributors to students' academic and daily life.

Empowering students to be leaders involves creating an environment that fosters growth, responsibility, and confidence. Our model encourages accountability, provides one-on-one mentorship, builds critical thinking and decision-making skills, requires community involvement, and promotes collaboration across all activities. Island School students become leaders who embody resiliency, emotional intelligence, adaptability, grit, and vulnerability. We take action on environmental issues by providing hands-on environmental science research experience, involving students in wind and solar energy projects and allowing them opportunities to explore our Cape Eleuthera and greater Island community.

The Island School's program goes beyond academics, addressing the whole student – mind, body, and spirit. The curriculum is delivered through experiential and hands-on classes both in and outdoors. Students are supported, challenged, and intentionally pulled out of their comfort zone. We thrive as a community with a common goal of practicing sustainable living and self-reflection immersed in the natural environment.

“

One of the most formative aspects of my Island School experience was my 40-hour solo. I have never felt so reflective, intentional, and at peace in my life. During solo, I learned how to be truly intentional with my time, and make the most out of every moment, which is something I took not only into the rest of my time on Eleuthera but also my life after The Island School.” | S24

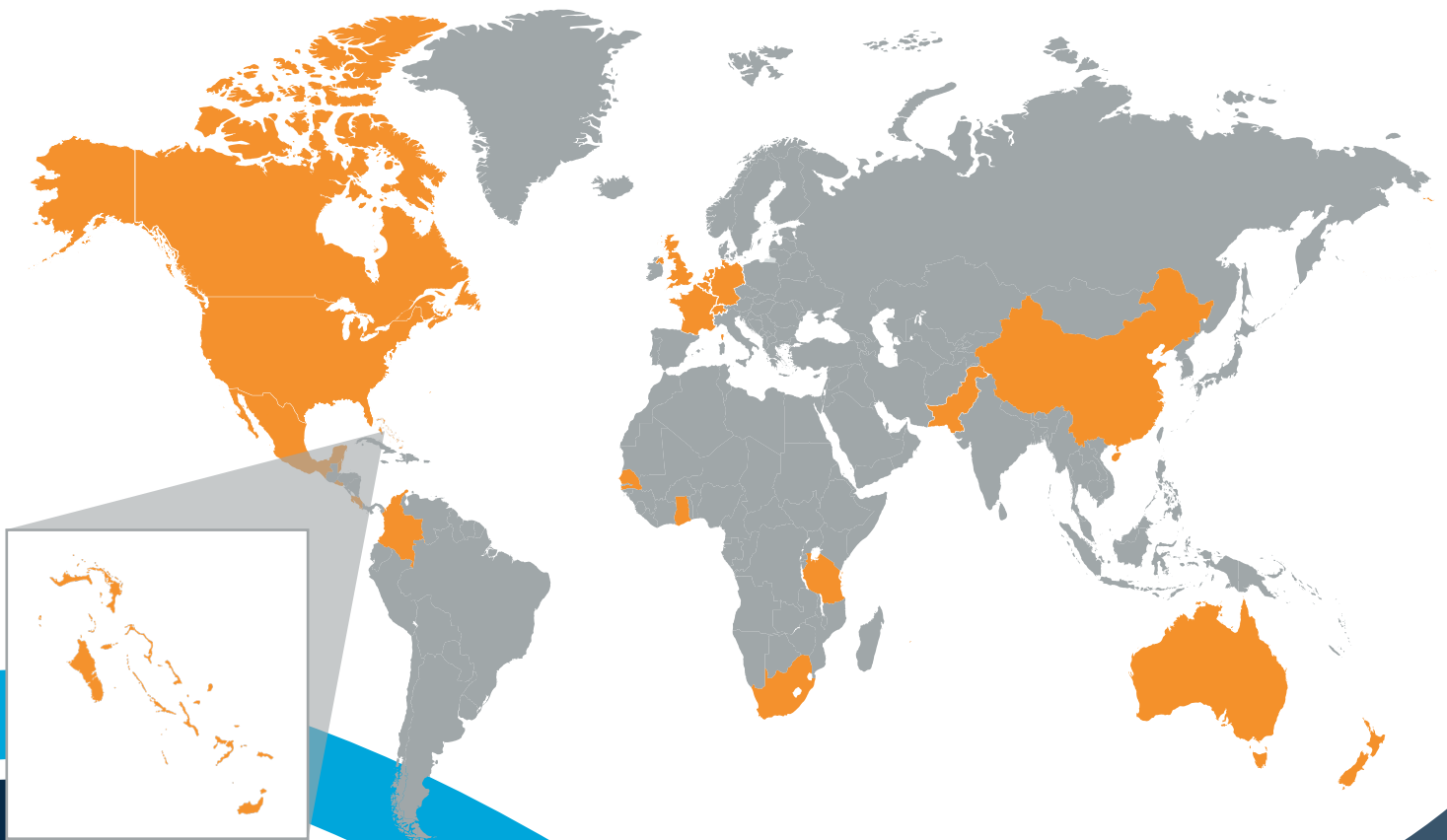
THE ISLAND SCHOOL WAVE SPANS THE GLOBE

From our small seaside campus on the tip of Cape Eleuthera, we are shaping future leaders who will make a global impact. Our alumni, faculty, staff, and researchers form a powerful network of individuals dedicated to driving positive change.

Whether they're tackling environmental challenges, advancing scientific research, or shaping public policy, our people are at the heart of our mission. They embody the values and vision of The Island School, carrying our message of leadership and sustainability to every corner of the world.

Your support at this crucial time will ensure that we continue to cultivate leaders who can address the pressing issues of our time. Together, we can empower a new generation to take their place at the table, ready to tackle the challenges that affect us all. Join us in shaping a better future for our planet.

Our circle is growing. Will you join us?



ANNUAL FUND
\$12M
 (\$3M/YEAR)

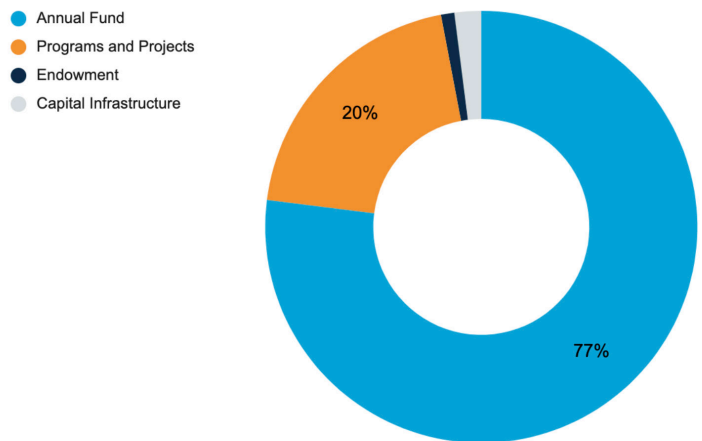
Supporting the Annual Fund

The annual fund is the cornerstone of The Island School’s advancement initiatives. Unrestricted annual giving provides the funds for all of our programs, from the Lab School and our Semester and Summer programs for students, to our internship and research programs at the Cape Eleuthera Institute.

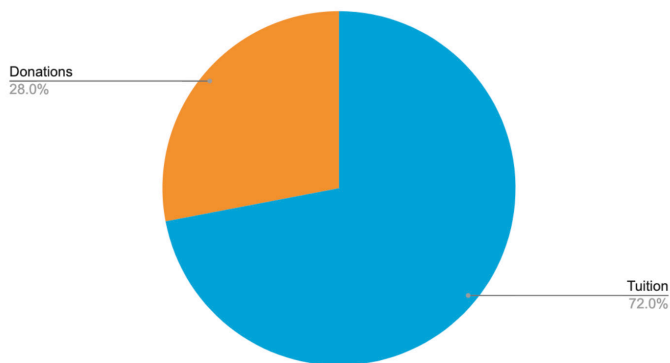
The generosity of our annual donors propels our programs to the next level, providing opportunities for our students, faculty and staff to advance our mission: Leadership Effecting Change. Unrestricted support provides the essential resources needed to sustain our programs and initiatives, ensuring that we can adapt to emerging needs and opportunities.

Joining our annual unrestricted giving program means becoming a sustaining member of our community. Your ongoing support helps us maintain stability and plan for the future, ensuring that we can continue making a meaningful impact year after year, and empowering us to pursue our mission with confidence and creativity. By providing the resources we need to innovate and grow, you play a crucial role in driving positive change in our community. Our annual scholarship investment across our residential programs and local schools is over \$1.5 million, and we awarded over \$878,000 in tuition assistance to students in our Semester and Summer Term programs during the 2024-2025 school year. Diversity in our circle and support for our local community has always been a big part of our success.

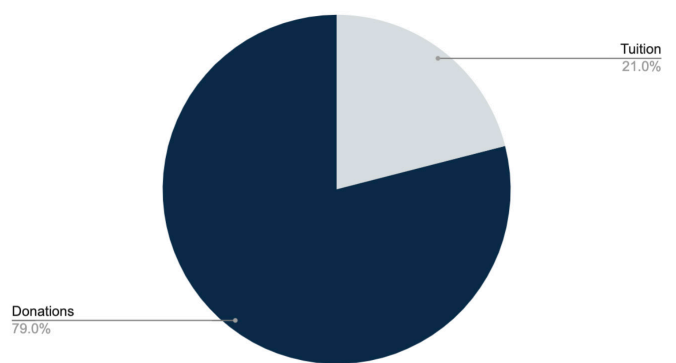
AVERAGE GIFTS AND GRANTS BY DOLLAR AMOUNT



WHAT COVERS THE COST OF EDUCATING A SEMESTER STUDENT?



WHAT COVERS THE COST OF EDUCATING A DCMS STUDENT?



By investing in The Island School’s annual fund, donors become partners in our mission to empower students, faculty, and staff to reach their full potential. Together, we can break down financial barriers to education, unlock opportunities for people from all backgrounds, and foster a more inclusive and equitable learning environment. Every contribution, no matter the size, makes a difference in the lives of our community members and strengthens the foundation of The Island School for future learners.

Capital Infrastructure: Building for Our Future

CAPITAL
INFRASTRUCTURE
\$6M

One of the most important strategic goals for our campaign is “building for our future” - ensuring the sustainability, longevity, flexibility, and long-term viability of our campus. At The Island School, we emphasize the importance of living well in a space, and we are fortunate to have The Cape as the base of our place-based educational model. Over the past 25 years, we have made campus improvements, adding facilities that were necessary for the growth of the school in the service of our mission. Today, we look to the future and our ambitious campus master plan as we seek to provide our circle of faculty, staff, and students an unparalleled campus experience that enhances our experiential educational model, while also providing state of the art, sustainable and multi-functional spaces for learning and living.

Gifts for our capital initiative will be both immediate and deferred, as we aim to provide long-term funding that will sustain our campus facilities in perpetuity. Our Capital Infrastructure goals will therefore be calculated based on current building priorities as well as endowment funds to support existing and future facilities. Capital fundraising will occur in phases, with specific goals for each project and specific strategies for stepwise plans that will not interrupt our regular programs.

Your support of capital initiatives will help us provide state of the art spaces that enhance learning and living in a place - Cape Eleuthera, our home. Capital projects will focus on enhancing and building staff housing, developing a cohesive and all-inclusive campus environment, and intentionally building welcoming spaces for our visiting and local community.



“The Grove” staff housing renderings with sustainable homes, community space, and green space.

Endowment: Investing in Our Future

The Island School endowment is made up of funds or assets donated to provide ongoing, long-term financial support. The Cape Eleuthera Foundation 501(c)3 serves as the primary grantor for The Island School. These assets are invested, and the returns are used to fulfill the organization's mission and to support specific programs in perpetuity. Institutions, on average, seek endowment growth (dividends plus appreciation) of 7 to 8 percent a year to keep up with inflation, cover investment management costs, and approach a 4 to 5 percent spending rate.

Building our endowment assets is a top priority for The Island School because we seek to have a reliable and steady source of funding for our critical, mission-driven programs. Reliable long-term support from an endowment enables us to increase student aid, make commitments to and invest in our staff, initiate pioneering research, develop stronger local programs, invest in new technologies, and maintain our buildings, laboratories, and other physical assets.

Our endowment provides stability, flexibility, and a degree of confidence for the future of The Island School. Currently at just over \$8 million, The Island School endowment can provide approximately \$275,000 in drawdown funds annually. Our goal is to grow our endowment so that we can expand our ability to support the needs of The Island School, the Cape Eleuthera Institute, and the Lab School as well as our other local programs, scholarships, and opportunities. The primary areas of focus for endowment growth at The Island School are for scholarships, faculty and staff support, and infrastructure. These are broad categories within which we have specific goals like:

- Providing competitive salaries and benefits to our faculty and staff
- Ensuring long-term facility excellence
- Increasing access to our programs for all students
- Providing exceptional local programming and access for our community

Endowment gifts are comprised of any deferred gift (not intended to be used immediately, but rather invested) of cash, assets, stock, life income, and planned gifts. Funds may be directed to certain areas. We are also grateful for donors who allow us the flexibility to determine our most pressing priorities.



Enduring Impact: Special Named Endowment Opportunities

The Rising TIDE Campaign is strengthening the long-term future of The Island School and the Cape Eleuthera Foundation. While annual and capital investments move us forward today, endowment gifts ensure that our mission remains strong for generations to come.

The following named endowment opportunities create permanent impact and allow donors to align their legacy with the values that define this community.

The Maxey Scholarship Endowment — \$1,000,000

This named, permanent scholarship fund honors Chris and Pam Maxey and the founding vision that shaped The Island School. This fund is designed to be a rallying point for alumni and families whose lives were shaped by the Maxeys' belief in "leadership effecting change".

The Maxey Scholarship Endowment will:

- Provide ongoing access for students who would not otherwise be able to attend
- Anchor alumni participation in the campaign and beyond
- Serve as a lasting tribute during and after the founder's leadership transition

The Sustainability and Conservation Fund — \$2,500,000

The Sustainability and Conservation Fund ensures that our campus continues to model the very principles we teach. By investing in this fund, donors help protect the ecosystems that surround us while strengthening The Island School as a living laboratory of sustainable practice.

This fund will permanently support projects like:

- Renewable and solar energy systems
- Water, waste, and resource innovation
- Applied sustainability research and implementation
- Research, education, and conservation at CEI
- Environmental stewardship across campus

Leadership Effecting Change Fund — \$1,500,000

Our people are our greatest asset. The Leadership Effecting Change Fund provides permanent resources to attract, support, and retain exceptional faculty and staff. This endowment ensures that the values at the heart of The Island School are carried forward by visionary, mission-driven leaders.

This fund will support:

- Recruitment and retention of outstanding educators and leaders
- Leadership development and innovation
- Strategic opportunities that strengthen institutional excellence



Ways to Give



GIFTS BY CREDIT CARD, PAYPAL, VENMO

Make a single or recurring gift online - we can accept credit/debit card, PayPal, or Venmo.

GIFTS BY CHECK

Checks drawing on accounts in the US may be made payable to and sent via regular US postal service for direct bank deposit to:

Cape Eleuthera Foundation, Inc
PO Box 712484
Philadelphia, PA 19171-2484

PLANNED GIFTS

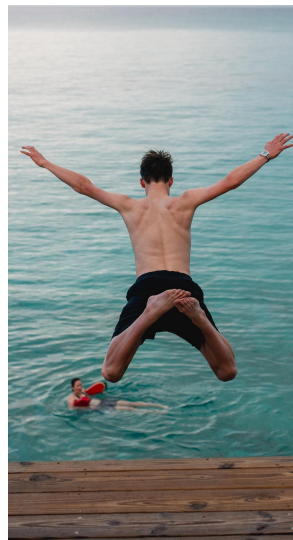
We would be honored to discuss a planned gift with you. More information about legacy gifts is available on our website.

MATCHING GIFTS

Many employers sponsor matching gift programs and will match charitable contributions made by their employees. If your company is eligible, request and fill out a form and send or email it to us with your contribution. Additionally, our website giving page has a matching gift tool through which you can look up your company. We are happy to work with you to increase the impact of your gift.

WIRE TRANSFER INSTRUCTIONS

Routing # : 121000248
Name: Wells Fargo Bank, N.A.
Address : 420 Montgomery Street
San Francisco, CA 94104
Account # : 4974078347



Ways to Give



GIFTS OF STOCK

To facilitate the transfer of a securities gift to Cape Eleuthera Foundation, Inc. please provide us:

1. The account name making the donation
2. The name of the security and associated symbol or CUSIP
3. The number of shares (for stocks, ETFs, and bonds) being donated before you initiate the security transfer.
4. For mutual funds, please provide the fund name, fund ticker symbol, and number of shares/units.

Please note:

- Our brokerage account is held at National Financial Services (NFS), a wholly owned subsidiary of Fidelity Investments. City National Securities is designated as the introducing broker dealer.
- The Gift Date is the date of receipt in the brokerage account.
- Cape Eleuthera Foundation, Inc. will monitor the brokerage account for incoming gifts and will manage the
- assets for liquidation.

For bank wires: Wire to: JP Morgan / Chase, 55 Water Street, New York, NY

ABA Number: 021000021

For Credit to: National Financial Services LLC

Account #: 066196-221

Further credit to account #: NYK-003714

Account Name: Cape Eleuthera Foundation, Inc.

If the security is eligible for electronic transfer by **The Depository Trust Company (DTC)** instruct your broker to deliver the assets using the following instructions:

DTC: 0226, National Financial Services

Further credit to account #: NYK-003714

Account Name: Cape Eleuthera Foundation, Inc.

Securities registered in book form/street name at a broker can be delivered to:

City National Securities

DTC #0226 NFSC

Further credit to account #: NYK-003714

Account Name: Cape Eleuthera Foundation. Inc.



Ways to Give



For book entry government securities (Bills, notes, bonds, STRIPS, GNMMAs, FNMAs), deliver to:

Bank of NYC/NRS
ABA Number 021000018
National Financial Services LLC
Further credit to account #: NYK-003714
Account Name: Cape Eleuthera Foundation, Inc.

For mutual funds: Unlike DTC-eligible securities, which may be exchanged almost simultaneously between two legal entities, transferring ownership in a mutual fund requires special handling to complete (as they cannot be transferred under the universal DTC transfer method). Please direct your broker (if funds are held in a brokerage account) or mutual fund company (if funds are held directly at the mutual fund company) to call the NFS TOA (transfer of assets) Receives Department using the Fidelity Clearing & Custody Solutions® support line at 877.262.5950.

Further credit to account #: NYK-003714
Account Name: Cape Eleuthera Foundation, Inc.

For alternative investments please deliver to:

Alternative Investments: National Financial Services LLC
Attn: Alternative Investments Transfer Department Fidelity Investments,
5th Floor Newport Office Center III 499 Washington Blvd.
Jersey City, NJ 07310-2010
Further credit to account #: NYK-003714
Account Name: Cape Eleuthera Foundation, Inc.

For securities held as physical certificates in your name or foreign securities, please contact us at 800.280.1464 for assistance. Please direct any questions to City National Securities at 800.280.1464 or to:

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THANK YOU
FOR BEING IN OUR CIRCLE

